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GRUPO NOA'S CASE STUDY

Author: Carlos Alonso Nomdedeu

Tutor: Jacob Guinot Reinders

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1. INTRODUCTION

Temporary agencies (hereafter ETT'S) have been developing a fundamental task in recent years. In most cases they are responsible for putting companies and specialized workers in contact, so their role in the labor market is very important.

The added value for the companies involved in a contracting process comes thanks to the flexibility offered by the temporary work company. The Temp Agency looks for effective processes in a constant way with which to speed up and simplify the hiring process. Thanks, among other things, to the legal coverage provided by the Temp Agency, corporations can focus on their main activity and focus on fine-tuning their production model. The Temp Agency are responsible not only for the processes of recruitment and selection of qualified personnel for each position, but also for drafting the contracts and all the labor that entails the hiring process, improving on the other hand the guarantees and the safety of companies and workers.

In addition, trusting in a Temp Agency, companies have the opportunity to change their variable costs for fixed costs, with the savings that this implies. On the other hand, they solve the problems derived from seasonality, being in charge of hiring personnel for specific campaigns, such as, for example, the citrus campaign in the Valencian community, something that for the user company can be a great waste of time and of resources if you do it with your own resources.

It is a good opportunity for workers and can be decisive for their career, since they look for jobs related to the career and training of each one of them; also adjusting to their needs in terms of schedules and shifts. Its role is particularly important when it comes to incorporating vulnerable workers into the labor market, as young people seeking their first job, long-term unemployed, people with disabilities and professionals over 45 years of age. Many of the workers who enter through a temporary work agency end up being a fixed part of the user company's workforce.

In this paper we will explain the growth strategy of the company we are going to study, Grupo Noa's, analyzing the recent evolution of the Spanish economy and the sector of temporary employment companies. There will also be an analysis of the main jobs of the company in order to know the functions and skills required in each position.

The methodology that will be used to collect the necessary information for the preparation of the assignment will be by gathering information from the company itself and by interviewing workers and senior members of Grupo Noa's.

Grupo Noa's is a company dedicated to the management of Human Resources, covering business lines such as Temporary Work, Direct Selection, Training, Cleaning or Outsourcing Processes (Outsourcing). We will carry out a case study where the current labor market will be analyzed, dealing with very important issues in this sector, such as the last labor reform in Spain in 2012, in which flexibility was added to employment in order to boost work, etc. Within the current labor market we will see some of the sectors that most resort to temporary work, at least in the east of Spain (Levante), where the different delegations of the Noa's Group are located.

Then we will make a general description of the company explaining the mission, vision and culture of this, as well as the action plans that the CEO has in mind and will be carried out by the company. The competitive strategies that Grupo Noa's follows will be discussed, as well as its competitive advantages and its organization chart (organizational structure) with its different departments. Grupo Noa's expansion strategy will be analyzed with its different directions and methods of growth, also studying their jobs, seeing their functions and required competencies.

2. THE CURRENT LABOR MARKET.

According to the CEOE (Spanish Confederation of Business Organizations, 2015) the global economic crisis is the main cause of the increase in unemployment rate in almost all countries, but in Spain it has had a particularly notable impact, which is deduced that the Spanish labor market is very dependent on economic cycles. Thus, in the face of similar GDP situations, more employment is created in expansive cycles than in other countries, but more employment is also destroyed in times of recession. With a high unemployment rate and the social problem that it is bringing with it, they say that the labor market in Spain has a structural problem.

However, Quiroz (2018, January 7) states that the Spanish economy in 2018 and since 2017 has shown considerable dynamism; Gross domestic product shall score a growth rate of 3%, slightly lower than that recorded in 2016; The increase in employment in

relation to GDP remains very high, which will reduce the rate of unemployment at three points; The target of public deficits, 3.2% of GDP, will be reached and may even be placed below; Inflation will close at levels higher than those of the previous year, 2% versus -0.2%, but the underlying remains at low levels, and the current account balance would again shed a positive balance thanks to the good behaviour of exports and income provided by tourism. Spain remains immersed in an intense recovery, much more balanced than that experienced in previous expansive cycles.

The foregoing represents that income and profits for companies have improved, which translates into capacity to recruit human talent, thus increasing the consumption capacity of Spanish households. Thus, higher GDP growth is reflected in higher consumption and greater capacity for people to acquire; Lowering the unemployment rate. Says Quiroz (2018, January 7), which a priori, The prospects for the year 2018 suggest the continuation of the growth path begun in the fourth quarter of 2013. At the external level, activity in the euro zone appears to show a greater vigour than that envisaged by the consensus of the analysts and, for the time being, the fiscal strategy deployed by the American administration will have a stimulating effect in the short term; Combining and consolidating both trends will have a positive impact on the national economy this year.

However, at the international level the fundamental threat comes from the normalization of monetary policy, the prolongation of its hyper laxity for almost 10 years has slowed down the essential deleveraging of the private sector and fed the public leverage; It has also distorted the functioning of the financial and capital markets, resulting in a poor allocation of resources that has resulted in many viable investment plans (a) negative real interest rates and the creation of asset bubbles; This situation cannot continue indefinitely and, the longer it takes to correct it, the greater the socio-economic cost.

At the domestic level, the government's decision to raise the interpersonal minimum wage (SMI) by 20% over the next three years and the potential increase in wages in the Convention by 3%, advocated by employers and trade unions, higher than the expected inflation. They are an obvious deviation from the wage restraint policies that have been instrumental in gaining competitiveness and creating jobs since 2012. In addition, it means ignoring something basic: the containment of labour costs must not be a temporary one, but a permanent rule, since in a monetary union it is impossible to gain competitiveness through currency devaluations; In other words, the extension of expansion requires not to separate from Germany in terms of labour costs.

In this order of ideas, the labour market in Spain is marked by a productive model with a very strong weight of the service sector (absorbs about 75% of employment), with a small industrial sector (which generates near of 15% of employment), compared to the neighbouring countries of the euro zone, and some areas of construction (5%) and agriculture (5%). In the same way, they say without a doubt, that Spain It is indisputably adapted to the global trends of work, with a working reality marked by four phenomena of increasing importance:

- o **Temporary work enterprises (ETT):** The labour supply of temporary work enterprises is of little stability, due to its high turnover capacity and its perishable nature, however, the placement in this type of business is much faster, as the criteria Of selection tend to be more flexible.
- o **Teleworking is a job option that earns more and more followers every day.** It is a modality of employment that consists in using the information technologies to independent the worker of the traditional physical place to develop his functions. Currently, it is estimated that 27% of Spanish companies promote work from home. In Europe the average is 35%. It is estimated that about 7.5% of the Spanish practice teleworking. At 57% of the Spaniards, however, would like your company to offer you that option. For foreigners, teleworking can mean a valid and safe option to start in the competitive Spanish labor market. Spanish companies dedicated to information and communication technologies are the most telecommuters have.
- o **The black market:** black work, also called "submerged work", is one of the major problems of the Spanish economy, as it is a fraud to the nation because it frees the employer and the employee from tax burdens related to social security, To the retirement and salary of the employee. When a worker is employed "in black" no records are established or false data are entered on the date of the hiring and on the remuneration. This reality, to which many immigrants and nationals are exposed, has an impact on the labour market, because it makes the employers, instead of improving the working conditions, resort to lowering the salaries of their employees in order to compete with the Companies that fraudulently hire "black" workers.
- o **High youth unemployment:** Spain remains the second country with the most unemployed young people (40%) of the European Union, also under Greece (46%), and well above the average of 18% of the euro area and 16% of the European Union as a whole. According to calculations of the Union General Union of Workers, four out of ten

professionals under 25 years of age, have no work in Spain and more than half of the contracts they sign have a duration of less than six months.

The labour market is also characterized by the regulations of the economy, which retards the generation of employment, and, on the other hand, the average population education level, which generates a high demand for university-level employees.

In this regard, Carazo (2017, 31 December) states that the Spanish labor market for the 2018 will embark on a new stage in terms of human talent and employment; Since the selection processes do not focus on a list of titles that are shown on a paper, now you have to be present on the internet and show who we are and what we want to do; where 78% Employers consult social networks before hiring a candidate, according to the latest report from Adecco and Infoempleo.

The aforementioned author expresses that in future the labour market will focus on the following aspects:

- **Attitude towards aptitude:** Digital transformation also reaches the selection processes. The most immediate future focuses on the evaluation of competencies in the candidate. The ease of learning, passion and motivation for work, collaboration and teamwork, communicative skills... Are some of the "soft skills" or soft competitions more valued by companies. A recognition of how you are as a professional, will be decisive when you get a job and the list of titles in the curriculum Vitae (CV), goes to the background.
- **New more "digital" jobs:** new jobs are being created in digital environments that until a few years ago did not exist: Community manager, Big data, artificial intelligence, positioning-SEM, Vibe managers... Acquiring new knowledge and being at the forefront of these advances are key to adapting our job future to what the market is demanding. The new generation of digital natives, They have an advantage in this regard because they have many of these competencies and their training is linked to it.
- **Assessment of digital competencies:** networking, computer skills, management of different applications, digital communication, continuous learning, multi-lingual domain... They are some of the digital competencies to overcome a selection process and that will guarantee our future in the labor market.
- **Updating knowledge,** training and motivating the employee to do it. It is an investment in forming more productive, versatile employees and forming a flexible team that helps to transform the company and grow.

Coexistence of "Millenials" with other generations: "Boomers", "Millenials", "Generation X"... The working life is lengthened and the coexistence between members of different generations is a fact. Each one has a perspective of the work environment and priorities. Sharing knowledge, experiences and learning from each other will enrich us personally and professionally. Being open to change will make this heterogeneity very positive for the company and the working environment.

- **The emotional wage begins to gain value.** With the new generation "millennial" in the labor market, the payroll is no longer the essential element to accept a job. We begin to assess another series of factors such as flexible schedules, family reconciliation, social benefits, training and career plan, spaces of distraction, recognition to work well done... That is to say, all those non-economic rewards that encourage our professional performance.
- **Teleworking and reconciliation of professional and personal life.** In relation to the emotional salary, the possibility of working in virtual environments, to be able to have a flexible timetable and to orientate to results are fundamental aspects when evaluating what a job offers us. Project work is gaining weight in front of the grid work schedules. Reconciliation with personal life, such as having hobbies or dedicating time to the family It's becoming increasingly important. Companies that have managed to manage talent and adapt to the new times have taken action in these aspects and are being qualified as the best places to work.
- **Multidisciplinary Employee:** Flexibility and adaptability to change are the competencies that lead this trend. The constant digital transformation, makes people have to adapt to new situations in the working environment, more digital, new working groups among different professionals... To be open and willing to take on new challenges and not to pigeonhole, will help us to maintain our job and to grow professionally.

According to the opinion of Faus and Cano (2018), the economic crisis fortunately seems to be being left behind. The prospects of the major international agencies indicate that Spain will continue to grow above the European average. It is time to continue working so that the Spanish productive fabric gains competitiveness. It is crucial to place Spanish companies in the value-added strip, for this investment in innovation, Reindustrialization and digitization is decisive, as is the increase in its investments and increases in its templates. Likewise, the Spanish Minister of Economy and Competitiveness, Roman Escolano (2018, 22 April), stressed that Spain can live "the longest expansion phase"

given the strong perspectives. The Spanish economy has changed, has much greater flexibility and openness to the outside, being able to maintain a sustained growth for a few years ahead. What will probably make this the longest expansion phase of the Spanish economy. Clearly, the future of the Spanish company is in the global market, and is where, according to their opinion, they will create the jobs of tomorrow.

In this regard, Bustillo (2016, 6 November) emphasizes that the Spanish entrepreneurial scenario must be built, to exploit talent, disruptive ideas, and to encourage more initiatives (both public and private) that support the entrepreneur and promote a more culture indulgent with failure; As a breeding ground for the growth and development of healthy start up ecosystems, investment funds, sectors that take off, new-born professions that are still well paid. Reaffirming the previous approach, the KPMG in its report of Perspectives Spain 2018, determines that the optimal conditions of financing, the improvement of the business feeling thanks to the consolidation of the economic growth, the investor interest and the Strong appetite for companies to keep growing are the four key factors that this year will drive the company's operations in Spain again.

2.1 The labour reform in Spain of 2012.

Up to 1980, the prevailing labour relations model in Europe was characterized by stable, paid, full-time and social-security employment. As of this year, this model changes maintaining high rates of unemployment and "important degrees of insecurity and progressive deterioration of the minimum social guarantees", dominating the globalized markets in which the jobs are configured unstable and of Low wage cost for the employer. (Miguélez and Prieto, 2010)

This situation worsened in the year 2008, due to the crisis or Spanish economic depression, where the main macroeconomic indicators had an adverse evolution, affecting not only the economic plane but also the political and the social. It also originates the explosion of other problems: the end of the housing bubble, the banking crisis of 2010 and finally the increase in unemployment in Spain; What resulted in the emergence of social movements Aimed at changing the economic and productive model, as well as questioning the political system demanding a democratic renewal.

Faced with these changes and in the face of a strong process of adaptability, Spain is positioned in a model of flexibility that combines high temporality and a high proportion of

submerged employment and self-employment, while maintaining a high rate of unemployment and a low rate of Employment. Therefore, the concepts of flexibility and safety in terms of the labour market have been taken as confronted concepts, in which to promote the flexibility Job security has been retracted from the business perspective that "a certain flexibility of employment can be a good formula for making work more flexible."

In this context, the first reform of labour legislation arose. The Royal Decree-Law 35/2010 of 17 September, of urgent measures for the reform of the labour market, exposing that the basic problems of the Spanish labour market are a "very high temporary hiring, which assumed one third of the population contracted by Foreign account "; A weak development of measures of the internal flexibility legislation that allow companies to adapt to periods of depressed economic cycles, a weak development of measures of internal flexibility legislation that allow companies to adapt to Periods of depressed economic cycles, without the need to carry out a mass extinction of employment contracts; Insufficient capacity for the placement of public employment services; and the persistence of discrimination in the use of groups such as women, people with disabilities and the unemployed of "advanced age". With the intention of correcting these problems, the reform measures will be supported by three "basic pillars".

- Firstly, to reduce the working duality to promote stability of employment and the internal flexibility of enterprises, through the creation of stable and quality jobs to achieve more balanced and sustainable economic growth.
- The second pillar is aimed at reinforcing the instruments of internal flexibility, with special emphasis on those measures relating to the reduction of working hours, as "healthier" mechanisms than external flexibility measures, such as the Terminations of employment contracts and temporary hiring.
- And, thirdly, to increase the opportunities for access to the labour market in groups at risk of exclusion such as young people, through training contracts and the improvement of labour intermediation mechanisms. This treatment of labour exclusion as "individual lack of training" is, after all, a product of the change of conception in terms of the treatment of unemployment.

Through these pillars, the Spanish state is going to move from being a protector of collective situations, as social re-integrator and protector of work, to promote and encourage workers not only to own their own working life, but In addition, to impose on them the responsibility of having skills of answers to the evolution and economic

competitiveness. However, despite this set of measures, the crisis continues, Regional governments are struggling, the economy is going through a strong recessive cycle, great uncertainty about bank bailouts, increased social outrage and dependence on banks, are some of the reasons that cause a second reform Labor for the country (Franco, 2013).

In this reform, approved by the Council of Ministers of Spain at its meeting of February 10, 2012, through a royal Decree-law, and amending the previous Labor reform approved in September 2010, the government chaired by Mariano Rajoy, proposed "to facilitate Hiring, with special attention to the young and the long-term unpaid, to promote indefinite contracts against the temporary ones and that the dismissal is the last resort of the companies in Crisis ", In addition to "ending the rigidity of the labour market and laying the groundwork for creating stable employment".

As stated above and according to the analysis proposed by Franco (2013), it can be observed that the reform of 2012 aims to generate the necessary security for workers and entrepreneurs, as well as for markets and investors, in an attempt by the government to "meet the (general) Interests of those who are looking for a job". But the truth is that what is being met is the interests of entrepreneurs, debtors and markets, To the detriment of the rights conquered by the worker's decades ago, without the achievement, of the objectives pursued by the various regulated measures. It is then referred to some of them that, without being considered as the most significant in this loss of rights and precarization of the working conditions, are significant of the doubts that may arise on the effectiveness of said Real Decree-Law.

- Article 11.2. A) ET (Estatuto Trabajadores) is amended, whereby the maximum age of training and apprenticeship contracts goes from 25 to 30 years until Spain's unemployment rate is less than 15%. This means that companies will be able to profit from the benefits it reports, because during the two years of maximum validity of the training or learning contract, it will be able to cover a job with a cost (which may be improved by collective agreement) of "60 or 75% during the first or second year of validity of the contract, respectively, of the salary fixed in agreement for a worker who performs the same or equivalent position of work" being both the Workers who subscribe to these contracts, such as those who could have occupied them, if the age limit for the apprenticeship contract had not been increased, the only ones harmed.
- Collective redundancies and objectives are streamlined, but in such a broad manner, opening the causal spectrum to "economic, technical, productive or objective" reasons, which limits the ability to protect workers objects of dismissal from such Features.

- The cost of unfair dismissal is reduced, with the aim of reducing the gap between indefinite and temporary workers, for which the principle of equality in article 14 of the Spanish Constitution is appealed.
- A new contract presented as indefinite, for entrepreneurs with a trial period of one year without cause and without compensation for companies of less than 50 workers, is approved. In practice this contract is likely to be used as a temporary contract, since the companies that use it may have up to 12 months for the termination of the indefinite contract, under the concept of the probationary period, no severance pay. The statistics showing the first effects of this measure will not be representative until after a reasonable time since it was put into force, so we will have to expect more forceful results than those of the first year of operation of this measure.
- The aim is to increase the role of temporary employment agencies (temporary working enterprises) as employment-generating companies through labor intermediation.
- As to the intention to reduce the procedures of wrongful dismissal in front of the social Court, the labour reform of 2012, has the pretension to do so, by means of the elimination of the wages of processing except for those cases in which it is Declared inappropriate and opt for the option of readmission, or those other cases where they are declared null dismissals.

These two reforms have the ultimate and priority objective, to curb and reduce unemployment through action capacities that allow enterprises to use internal flexibility (change in working time, turnover in different positions, Versatility of activities, overtime, work in turn, on weekends, breaks in the day) in front of the external (Increase or decrease of employment), as a solution to the destruction of employment, as well as to help the creation of employment, through other types of measures previously defined.

2.2 Sectors that use Temporary Work ETT.

In Spain ETT's are private companies specializing in intermediation between companies, whose activity is to make available to another company (the user company), on a temporary basis, workers by it contracted; These began to operate with the labor reform of 1994, and after the labor reforms of 1999 Some of the mistakes made at the outset were

amended, one of the most significant improvements was to apply the principle of equal pay. (Asembleo, 2018)

The objective of the ETT is to offer an intermediation service to companies seeking workers. For companies this service can be attractive in certain circumstances because although they have to pay a price for it, they can delegate to others the activities of search, selection, hiring and even training. Indeed, companies that hire workers directly require adequate staff to carry out the selection process which implies costs and/or potential errors if there are no trained human talent personnel. (Economipedia, 2018)

These contracts according to the Ministry of Employment and Social security have the following characteristics:

The ETT may contract the worker, who shall assign to the other undertakings to provide their services, for an indefinite period or for a certain duration, coinciding with the duration of the contract of making available

a) The contract must be formalized in writing and communicated to the Public Employment service within 10 working days.

b) During the provision of the services in the user enterprise, the workers transferred shall be entitled to the application of the same working conditions (remuneration, duration of the day, overtime, rest periods, night work, Holidays and holidays) that would have to be contracted directly by the user company to occupy the same job, according to the collective agreement applicable.

c) The worker shall have the right to receive the corresponding financial compensation for the termination of the contract of making available

d) The ETT should provide workers with adequate training in the characteristics of the job, including training for the prevention of occupational hazards associated with the post.

- **The ETT must** provide all the information received on the user enterprise, on the job, the tasks to be developed and the occupational hazards associated with it. (ob. cit).

The types of temporary contracts established in the ETT are as follows:

- **Contract for work or service:** This type of contract is established for the performance of a work or provision of a particular service for a limited period of time and uncertain duration. The contract may be part-time or complete. The activity carried out by the worker in this type of contract cannot be the normal and permanent activity of the company, but an activity with autonomy and self-substantively.

- **Temporary contract for market circumstances,** accumulation of tasks or excess orders (eventual): This may be part-time or complete; This type of contract can also be made in the case of a first professional experience, a young first job, or an unemployed person under the age of 30, who has no professional experience or is less than three months old. The maximum duration of this contract is six months, in a period of twelve. If it is a young first job it will have a minimum duration of three months

- **Temporary contract to replace workers entitled to a job reservation (interim):** This contract is used to temporarily replace a worker with the right to reserve the job, either by a drop, a leave of absence, a period Holiday, etc. The duration of the contract shall be as long as the absence of the substituted worker lasts.

- **Contract First Young employment:** This type of contract is aimed at young people who meet one of the following requirements:

- Unemployed persons enrolled in the Employment office, under 30 years, or 35 years if a degree of disability equal to or greater than 33% is recognised.
- Without work experience or that it is less than three months.
- The contract is for a given time, its minimum duration is three months and its maximum duration of six months (except the provisions of the collective agreement, not being able to exceed twelve months).

The foregoing generates a whole process that makes the temporary work company a suitable way to get a fixed job, whether that is what the worker wants, or to get another temporary job, if that is the option chosen; In this way, the worker increases his employability, acquiring the work experience so necessary for its integration in the market, while having the possibility to know companies from different sectors.

In this order of ideas, the areas that generate much of the employment in Spain for this year will focus mainly on basic activities such as: tourism, logistics, agro-food, commercial, Marketing, consumption, Industrial engineering, Telecommunications, retail, banking and finance, automotive, health and medicine, corporate and Legal, belonging to the tertiary sector, which would generate about 2 million of new jobs, about three quarters of the total estimated for the next Decade (Expansion, 2018 January). In this regard, three of the sectors most prone to the employment of ETT will be taken as illustration elements.

2.2.1 Hospitality Sector.

Sanroman (2018, 25 January) states that tourism is maintained as the sector that generates the most employment in Spain. In fact, according to the National Institute of Statistics (INE) exceeded its record of tourists with 10.5 million of visitors. However, the data point out that the Balearic Islands, the Canaries, Andalusia, Catalonia, Madrid, Valencia and Murcia will be the places where most of the hirings are going to increase in the high season. It also asserts Expansion(2018, January) that in the tourism sector, related areas, such as hospitality, catering and trade, will promote the incorporation of workers at the national level. The record of tourists and the forecasts, that announce positive figures for the next months, take to that the hospitality industry and the restoration are two of the sectors that more professionals will demand.

The Human Resources Management company MANPOWERGROUP (2018, 01 January) estimates that the number of jobs, would be 431,000 new jobs where 25% of these new jobs will be linked to the services to companies and another 20% to the hotel industry, in addition According to its study nine out of ten new jobs that are believed in 2018 will require an average educational level (230,000 posts) or higher (169,000 posts).

In this regard, the opinion of Malaga (2017.26 June) states that, Spain has become a tourist reference worldwide. Thanks, on the one hand, to the attractiveness of the country and, on the other, to the quality and professionalism of the services that the Spanish hospitality sector offers to the millions of visitors who, year after year, choose the national territory for their summer rest.

The increase in the number of tourists brings with it a number of added advantages, among which it is worth mentioning a descent of the lists of unemployed. In fact, forecasts predict that the number of hiring in the summer months, necessary to meet the increase in demand in areas with a large number of tourists, exceeds the half a million in the service sector, especially in companies Dedicated to catering, catering and leisure. The list of autonomous communities in which there is expected to be a greater influx of tourists is headed by Andalusia, but followed closely by Catalonia, the Valencian Community (provinces of Alicante Castellón and Valencia) and Madrid.

One of the main challenges of businessmen in the hospitality sector is to meet this increase in demand in an increasingly specialized sector that responds to high quality standards by tourists; Expanding its templates with the incorporation of professionals trained, qualified and that contribute to maintain the levels of quality that distinguishes the

Spanish hospitality sector, which makes the tourists repeat one year after another. The vast majority of these new jobs will be temporary, predictably until the end of the season, when the number of tourists from both foreigners and nationals decreases significantly.

The companies specializing in the hiring of ETT personnel are the best option to cover these needs of the sector, since they make available to the catering businessmen the most advanced techniques and resources for the selection of personnel, in addition to a Extensive database of candidates, able to provide the most appropriate profile depending on the needs of the employer.

2.2.2 Agricultural Sector.

The agro-alimentary activity is currently one of the most dynamic sectors of the labor market, so it exposes Expansion, who indicates that the sector has more than 2.4 million employees in Spain, with good prospects of creating more jobs and continuous increase projections. According to the Ministry of Agriculture and Fishing, Food and Environment, the food and beverage industry is the first industrial sector to be invoicing and a major employment generator.

In the same way they mention that this trend will continue to generate employment during the coming months, especially in Aragon, Cantabria, Castilla y León, Cataluña, Extremadura, La Rioja and Navarra.

The increase in quality controls and the commitment of companies to develop research projects more development and innovation, encourage the agri-food sector to require quality technicians and laboratory technicians, mainly. In addition, we will also be looking for employees with agricultural engineering, biology or chemistry. Due to the increase of exports within the sector, as well as to punctual horticultural campaigns, the profiles of food handlers (fresh, fruit, perishable), truck drivers, farmers and agricultural workers (capaceador, triador, etc), foreman, box-keeper, agricultural pawn, farm labor transplant, pruner, harvester, among others; they will also be highly demanded.

2.2.3 Ceramic Sector

With regard to the ceramics industry, the autonomous president of the Valencian Generality expresses that ceramics is a fundamental sector for the Valencian economy that generates 15,000 direct jobs and contributes 5 billion euros per year, but also It is an oxygen ball for the Spanish economy as a whole, since more than 80% of its production is being exported. Sources of the Spanish Association of Ceramic Tile Manufacturers (Ascer) asserted that in 2017 there was a relative improvement of the activity, reflected in a moderate but sustained increase in employment that, during the previous year, resulted in an annual increase of 3.4% of the sectoral workforce. (El País , 2017.29 December)

Temporary Agencies also have weight in the sector of the ceramic industry, but these according to the Trade Union Confederation of Workers commissions "some multiservice Companies Act fraudulently", and there are entrepreneurs "who know it, but Outsourcing services wash hands and reduce labor costs"; on the other hand the General Union of Workers, They point out that in the ceramics industry, key in our province, is where more is reflected or should reflect the stability of employment, "but in reality with the same level of employment, now much less is entered into Social security. That's because wages aren't what they should be" (El Mundo, 11 September 2017).

El País (ob. cit) states that this sector aims to promote training and import technology into the ceramic sector, embodied in the automation and application of artificial intelligence, this will count, with the collaboration of the Ministries of Education and Economy, a work table to reinforce the qualification of the human talent of the ceramics companies so that it reverts to an improvement of the competitiveness and the creation of new jobs.

3. THE NOA'S GROUP CASE: GENERAL DESCRIPTION OF THE COMPANY.

The Noa's group's *mission* is to know perfectly the needs that your company has and its main motivation is to find customized solutions to improve the productivity and efficiency of the business. With selection processes led by great professionals with tanned experience in the area of human resources.

The *vision* of the Noa's group is aimed at consolidating its leadership among the best ETT companies by means of a commitment to growth, innovation and the improvement of work processes. Responding witch Efficiency to all the demands of the companies with different

lines of business that go from the design and execution of projects of formation and development, to processes of outsourcing or cleaning services.

Their *values* are characterized in maintaining a passion in the work world and the management of human resources and every day put all their efforts in doing the work to perfection. With blind confidence in the great potential of the people coupled with a wide experience in the field of ETT, it allows to find the suitable profiles that demand for your company. He's not satisfied with being one, he wants to be the best.

3.1 Company plans.

Making plans for the business is an important step in making it grow and expanding, involves doing extensive research and assessing each risk associated with a plan before carrying it out. This is what Jane (2018) states, which indicates that the action plan is a type of plan that prioritizes the most important initiatives to meet certain objectives and goals; in this way, it constitutes a kind of guide that provides a framework or structure when carrying out a project. It also limits the importance of performing them in a detailed and solid way, which are realistic with several goals and fixed dates. These plans must be short, medium and long term to keep the business growing and advancing in the market.

Short term plans. They cover goals that can be achieved within a short period of time. They can be monthly, quarterly, semi-annual or annual plans, but they will never exceed the one-year period. They determine very specific and precise activities and parameters, there is no room for ambiguous concepts or abstract actions. They must contemplate all the details and are usually executed by intermediate or lower rank positions in the companies, and not by superior or managerial positions.

In the case of Noas, the short-term plans are to close the Alcira delegation (Valencia), since a new delegation has been opened in Valencia city and a better service can be given to the whole province from the capital. Also short-term plans are to open a delegation in the south of France and another in Barcelona, more focused on the transport sector. When opening a new delegation you need to visit many companies for commercials in the area and do a lot of telemarketing from the offices to be able to make the greatest possible customer acquisition. In their plans it is also a restructuring of internal working positions as there have been several casualties in recent months. It also aims to create a new department "people and talent" in which they will give support and advice to Noa's

employees as well as possible promotions, always supervised by the Human Resources Department.

Medium-term plans. They can take from one to five years to be implemented and completed and are usually composed of short-term objectives, which in their summation, meet the final objective of medium term. This schedule will indicate how resources should be distributed to implement strategies, providing a context in which to act and make decisions.

The **medium-term** objective of Noa's is to position itself as a quality, trust and effectiveness brand in Catalonia. It also enters into its plans to make an adjustment of expenses since a small recession is expected for the ETT sector in the next five years, due to the fall of some markets for the ceramic sector, such as the Arab market, but always maintaining the long-term plans.

Long-term plans. It's the set of master lines that are going to make a complex project come to a good port. The period in which the objectives will be reached is five years from now and are made up of short-and medium-term objectives which, in summation, meet the long-term final objective. Its central part is formed by strategic considerations regarding future market opportunities and new products to satisfy them. A distinctive feature of this type of planning is discovering opportunities, and then developing effective strategies and programs to capitalize on those opportunities. It focuses on the extrapolation of data collected from external and internal sources to project information related to the marketing and distribution, technical and facilities, financial, human resources and other aspects. (Thompson and Strickland, 2003); (Miklos and Tello, 2003); (Ansoff and Hayes, 1983). It begins with a realistic understanding of markets, products, plants, warehouses, margins, utilities, return on investment, cash flow, capital availability, engineering capabilities and staff skills and abilities. The long-term plans of Adela Perez (CEO of Grupo Noa's) are to expand delegations throughout the rest of Spain, hiring a highly qualified staff and providing added value to customers, which makes Noa's difference in the province of Castellón, to be able to be among the five best temporary employment agencies in the country.

3.2 Competitive strategy.

The purpose of the competition strategy is to define what actions should be undertaken to obtain better results in each of the businesses in which the company is involved. Among them can be located the strategies of expansion, defined by Navas and Guerras (2012) as those that are directed towards the development of the products and traditional markets of the company. are based on growth in the same line, Maintaining a close relationship with the current situation of the company. Therefore, they are usually developed using the same technical, financial and commercial resources used for the initial product line.

According to Porter (1980) there are three types of competitive strategies:

Leadership in low total costs, is a strategy in which decreasing prices or part of the prices of the product or service increases the number of sales. Grupo Noa's, because it does not have fixed costs as high as other larger Adecco or Randstad competitors, can work at prices that are somewhat lower than the competition without sacrificing quality of service.

The differentiation. Differentiation consists of selling the product or service in such a way that the buyer sees an added value to the rest of the competitors. In this case Grupo Noa's is true that in the Levante area and particularly in Castellón de la Plana it uses a very clear differentiation strategy. Its tactic is based on granting the client exceptional treatment and a commitment to the quality of service that other competitors can not assume. A serious example: Suppose that a customer (citrus store) makes an order to Noa's 20 workers (packers) urgently for the next day a few hours after closing the office. Noa's selection technicians know that they have to stay in the office until the order is filled, whenever possible.

Focus. This strategy is that the company decides to focus on a specific target audience. In this way, the brand becomes more efficient and better defines the product or service it can offer. Grupo Noa's is dedicated to all types of sectors and therefore its focus is very broad. Yes, it is true that he has more experience in some sectors than in others, but intends to meet the needs of all of them.

Among all these competitive strategies, Noa's main strategy is differentiation, since it tries to generate added value for the client in the services it offers in such a way that the customer is totally satisfied.

3.3 Competitive advantages.

The Noa's Group has consolidated its leadership as an ETT company through a commitment to growth and innovation and extensive experience and knowledge of the labor market. Thanks to a professional staff with experience, dedication and willingness to do, they have developed well-defined expansion strategies such as: penetration in the market. The strategy of market penetration consists of increasing the participation of the commercial distribution company in the markets in which it operates and with the current products, that is, in the development of the basic business. This strategy can be carried out by causing current customers to buy more products (for example, by expanding business hours), by attracting customers from the competition (for example, by lowering prices) or by attracting potential customers. (Cuesta, 1998)

Noa's has a price advantage over its direct competitors, which are usually multinationals such as Randstad or Adecco, whose fixed costs are much higher and have less profit margin; this favors Noa's because it can attract customers from the competition by working with the same features and technology as a multinational firm but at a lower cost for the user company.

Market development strategies are also explained below, as well as the development of products such as Noa's Cleaning and Noa's Consulting. What provides a competitive advantage that places it in the 22nd position of the largest temporary employment agencies nationwide and the first in the Valencian Community.

3.4 Organizational Structure of the Noa's Group.



Illustration 1 – Organization chart.

Here we see the organization chart of the company, at a managerial level, where at the head and being the only partner of the company, the CEO, Adela Pérez. Each department has its director and its respective workers, except the management of Noawork ETT that does not have a director as such, but rather that each delegation has its own director and its team of workers.

4. METHODOLOGY

According to the ORI, Office of Research Integrity - US Department of Health and Human Services- There are different ways to collect information in an investigation. Some methods of gathering information are: surveys, tests, interviews, observations, etc.

In this case, the methodology that has been followed for the collection of information, necessary to prepare this case study, has been through interviews with the CEO and the HR director, in which they speak openly and give their own opinions to any question exposed. The data collection was instantaneous in each interview, noting all the information question by question. The compilation of this information has not been an easy task because the workload of Noa's employees is very high. We have also interviewed workers, sales people, selection technicians and labor technicians, in order to have a broader vision of the company and its operation. The answers have been organized by departments for a better interpretation of each one and its subsequent analysis. Not only information has been collected through interviews, but also reports and data of an exclusive and to a certain extent confidential nature of the company have been collected. The latter has been carried out through a research work facilitated by the direct contacts reached with the company.

5. EXPANSION OF NOA'S GROUP

Next we will explain the growth directions that Noa's follows with its expansion strategies. Three expansion strategies are differentiated: market penetration strategies, market development strategies and product development strategies. Each of them will be explained and how Noa's carries them out. We will also see the different growth methods that the company follows.

5.1 Growth directions.

From the well-known matrix of growth or matrix of Ansoff (1976), and depending on the company whether the current market is maintained or not and the products offered are improved, it is possible to identify four modalities within the expansion strategy: penetration in the market, product development, market development and diversification.

Table 1. Growth matrix of a company or Ansoff matrix.

		PRODUCTS	
		<i>Existings</i>	<i>News</i>
MARKETS	<i>Existings</i>	Market Penetration	Product development
	<i>News</i>	Market development	Diversification

Source: Own elaboration

The company subject to this research, the Noa's group is a temporary work company (ETT) whose main purpose is to serve as an intermediary between a businessman who needs to cover a temporary vacancy in his company and a worker who at that time is Available to work and also meets the requirements for it. It has carried out a series of expansion strategies to develop both its products and markets, whose purpose has been its growth in all areas, from its initial field of activity. This growth has been carried out by

implementing the different modalities of expansion strategy that are differentiated as follows:

5.1.1 Penetration strategies in the market carried out by the Noa's Group:

These are business growth strategies that consist of increasing the sale of existing products or services to existing market segments, without any modification of the product / service, such as:

Greater promotion: The company can choose to increase market penetration through greater promotional efforts, launching an advertising campaign to generate greater awareness of the brand. By creating a new branch, in order to have a greater market share, a strong advertising strategy is used for the opening of its new premises, using it as a marketing strategy for its client recruitment and appealing to the localist sentiment. In this regard, the Noa's group has been expanding progressively in the Spanish market, with its presence in the cities of Castellón Capital, Betxi (Castellón), L'Alcora (Castellón), alwanted of the Lost Child (Castellón), Lleida, Alzira (Valencia), Madrid, and Torrejón de Ardoz (Madrid).

More distribution channels. Increase market penetration by increasing the methods used to put services in the hands of consumers, making them easier to obtain. They emphasize the importance of working Social Selling as a business strategy to expand the network of contacts within the companies. This mechanics of work is to make use of social media to create a personal brand through which to interact with potential clients, generate credibility and create new relationships that can become very beneficial for business. Entrenched in this group of strategies, the company is present in:

- **Web page,** capturing all the content, the advantage of the brand and all the prospects of the business to show the customers their value.
- **Social networks,** considered as one of the main tactics. These are part of people's lives and it is a place where brands often interact with their clients and communities. The company is present through profiles on Facebook, LinkedIn and Twitter.
- **Blogs:** It is one of the key parts of content marketing. As a versatile tool the company maintains a successful blog, which allows you to build your community and keep you interested over time.
- **Email:** It is one of the essential structures that strengthen the marketing strategy, considered as a way to build a database that in turn increases interaction and builds loyalty to the brand.

These are the main channels; However, it is also recommended to dabble in other channels, such as: Online presentations, webinars, infographics, podcasts, virtual conferences, E-books, games, mobile applications, digital journals and printed magazines, reports of Research, Whitepapers and events in person.

5.1.2 Market Development Strategies carried out by the Noa's Group.

In order to develop new market segments, it is necessary to incorporate current products and services in other geographical areas. This means looking for new markets to offer the organization's products or services. Around this, the Noa's group began its activities in Castellón, being its original headquarters, currently having a presence in eleven (11) new delegations, namely.

Table 2: Different delegations

As Noawork ETT	As Noa's Consulting	As Noa's Cleaning
<ul style="list-style-type: none"> • Delegation Madrid ETT • Delegation Torrejón de Ardoz ETT • Delegation Castellón ETT • Delegation Alqueries ETT • Delegation Betxí ETT • Delegation L'Alcora ETT • Delegation Alzira ETT • Delegation Lleida ETT • Delegation Zaragoza 	<ul style="list-style-type: none"> • Noa's Consulting S.L. Consulting Castellón • Delegation Consulting Alqueries 	<ul style="list-style-type: none"> • Noa's Cleaning S.L. Castellón

Source: Own elaboration

5.1.3 Product Development Strategies carried out by the Noa's Group

Are those where the goal of the business is to introduce new products/services in existing markets. It requires the development of new cities and it is necessary that the business produces new products or modifies the current ones to satisfy necessities not covered of

the current market. The levers used in this strategy are research and development, product policy and segmentation analysis.

The service originally offered is that of Noawork ETT: With 25 years of experience in team management, a database with more than 100.00 curricula and a daily average of more than 3,200 workers at the disposal of the main economic sectors, NoaWork is a Temporary employment agency that has been established as a leader in human resources management at post 22 of the national ranking of ETT. Offering personalized solutions in personnel management with the aim of improving the competitiveness and efficiency of the companies. *The Noa's group has grown significantly through the development of new services:*

Noa's Consulting: Created with the knowledge and experience acquired in the sector as ETT, becoming specialists in the management of different areas of human resources of vital importance within a company such as: Personnel selection, prevention of Occupational risks, management/planning and evaluation of the company's personal development in addition to corporate social responsibility.

Noa's Cleaning: offers cleaning management services for companies, involved in all parts of the process: from the formation of the cleaning team, to the performance of audits of the quality of the service provided.

Product improvements: Strategy based on continuous improvement in services to create new interest in stagnant services or to offer additional benefits. One of the basic premises that defines the philosophy and essence of Noa's Group is that "excellence is success". Therefore, it works daily so that each of the services it offers meets the highest standards of quality; a strategic value of the company. For this reason, it has obtained the ISO 9001_2015 Certification: a certificate that verifies quality business management and commitment to each of the clients.

5.2 Growth methods.

The most accurate definition of business growth according to the website of EAE business School is the one that considers it as the process of improvement of a company that drives it to reach certain levels of success. In this regard, it establishes three types of growth:

- **Internal growth:** The company grows individually from the use of its resources and internal capabilities. It reflects the market potential of the company and its suitability for its

exploitation. The strategic options of internal growth are: market specialization or consolidation, product or market expansion (product development and market development) and the diversification of products and markets. This development is carried out by Group Noa's through the increase of the company's investments through the development of new products (Noa's Consulting and Noa's cleaning) or new markets (creation of delegations in Madrid, Castellón, Alquerías, Betxi, L'Alcora, Alzira, Lleida and Zaragoza). This internal growth means for the company the hiring of new workers, creation of new work centers, research and development in other products such as Noa's Consulting and Noa's Cleaning.

- **External growth:** The company grows by using the resources and capacities of other companies. It consists of establishing links with other companies, either through cooperation agreements or by means of mergers and acquisitions. In all these cases, the company takes advantage of the resources and capacities of other companies. Group Noa's does not reflect between its activities movements that can associate it with this type of growth.
- **Hybrid growth:** It is one that is carried out through cooperation, structured or unstructured, between companies. The business cooperation consists of an agreement between two or more independent companies that decide to join part of their resources and/or capacities in order to achieve a certain objective, through: joint venture or joint venture, license, subcontracting and Franchises. In this case the Noa's group does not perform hybrid growth actions.

6. DESCRIPTION OF NOA'S WORKSTATIONS

Below we will describe the different jobs that we find in Grupo Noa's, explaining the position, its functions and requirements to be able to carry it out in this company. Beginning with the managerial positions and ending with those of technical-administrative. The information that we are going to see is a summary of the information collected through the interviews and also of the data collected in the reports obtained by the company.

Executive Director (Adela Pérez).

It is responsible for the establishment of management strategies for action, ensures the achievement of good results in the company through motivation, favors all areas are

coordinated; in order to enable the organizational objectives and therefore ensure the maintenance of the group in the Spanish market.

Functions: Design the business plan where the different factors and objectives are analyzed, from all the areas that will intervene in the start-up of the company and its expansion. Coordinate all the departments that make up an organization. Define and enhance the corporate image; she must dedicate time to the company's culture and to the management of the brand, since this is essential for the growth of the company. Search for investors for the company. You must be aware of the possible financial opportunities that arise. Organize the different directors of the departments that you have in your organization and supervise their functioning. Coordinate the different departments. Direct, motivate and incentivize the staff you have in charge. Every day this role of the CEO is more important to know how to motivate and retain the talent of your organization. Ability to keep track of the execution of the different strategies to be followed and compliance with the business plan, which has been established.

The **requirements** that are requested for this position are the following:

- Studies in Economics, Business Administration, Engineering or Law.
- Domain of several languages: English, French, Spanish and Valenciano.

Competencies in: leadership and motivation, good decision-making, high capacity for organizing and managing work, managing resources and accounting, tax, administrative and commercial knowledge, verbal and non-verbal communication, responsibility, visual acuity and computerized office packages .

Financial director.

It deals with the management, control and financial and economic analysis of the Noa's group; responsible for making relevant decisions regarding investment or financing in the company.

Functions: Manage the liquidity of the company. Assignment and control of costs. Evaluate the financing. Investment decision making - financing incurring the lowest possible risk. Contribute to the development of the company. Promote projects in alternative markets. Report directly to the Executive Direction.

The **requirements** that are requested for this position are the following:

- Hold a bachelor's degree or degree in Finance and Accounting, Business administration or equivalent.
- Management and Leadership.

- Communication skills.
- Skill in new technologies.
- Ability to cope with pressure and criticism.

Language proficiency: English, French, Spanish and Valenciano.

Director of Human Resources (HR).

It is defined as the process of selection, training, development and achievement of the number of qualified people necessary to achieve the objectives of the organization; The precise activities to achieve the maximum satisfaction and efficiency of the workers are also included in this process.

Functions: Preparation of the annual plan together with the other directors, of the diverse personnel needs and present progress reports with management indicators. Manage the human resources of the company, as well as the improvement and development projects that are required. Manage the HR area by developing, executing and controlling policies and procedures that allow the organization to achieve its objectives. Design and disseminate recruitment policies and selection of personnel for hiring according to current legislation in Spain. Propose the evaluation models by competencies of the workers in coordination with their heads and supervise their execution. Provide a good working climate of cooperation and teamwork. Organize, align and review human resources processes. Promote motivation and integration, as well as working conditions that guarantee occupational health and safety. Submit HR management reports on a monthly basis. Report directly to the Executive Direction.

The **requirements** that are requested for this position are the following:

- Bachelor / graduate in Human Resources, Organizational Psychology with specializations in Human Talent Management, Master of Human Resources.
- Experience in similar positions and in the sector.
- Language Proficiency: English, French, Spanish and Valencian

Marketing Director.

Its purpose is to develop tactical strategies, planning, organization, coordination and control of the activities of identification, quantification, penetration and maintenance of current market and future potentials. All these responsibilities must have a direct coherence with the strategic mission and vision of the company.

Functions: Design and implement the Marketing Plan of the organization. Define marketing strategies for the supply of services. Plan, develop and manage the budget of the department, under standards of efficiency and optimization of resources. Analyze the actions of the department and evaluate and control the results of them. Direct and lead the work team. Configure the online presence of the company, capturing customers in different channels offered by social networks. Create and execute marketing strategies in the network, which are in tune with the business objectives of the companies. Measure, analyze and report the operation of all the efforts of the area. Develop customer databases and the use of direct marketing techniques such as mailings, e-mails and text messages. Report directly to the Executive Direction.

The **requirements** that are requested for this position are the following:

- Bachelor / graduate in Marketing.
- Experience in marketing and sales strategy development.
- Language proficiency: English, Spanish and Valencian.

Ability to analyze information; leadership; strategic thinking; negotiation; effective communication; teamwork; innovation / creativity; quality in the service; public relations.

Director of Prevention and Labor Risk.

Develop strategies and policies related to the safety and health of workers in their job, according to how their jobs are, their facilities, their tools, their relationships with others. The company must ensure the entire security package.

Functions: Implementation of the Occupational Risk Prevention Policy (hereafter PRL) throughout the Noa's Group. Homogenize all PRL processes working together with HR management. Develop and implement prevention management tools. Obtain and manage data on occupational accidents in the Noa's group, with monthly, quarterly and annual reports, as well as the presentation thereof to various departments of the company. Development of strategies based on the loss data collected. Prepare and deliver training programs for risk prevention and first aid. Make regular and punctual visits to the different plants with the corresponding issuance of a report in order to evaluate the risks. Participate as a representative of the company in the various existing health and safety committees. Report directly to the Executive Direction.

The **requirements** that are requested for this position are the following:

- Technical Engineering or Degree. Postgraduate studies in PRL will be positively valued.
- Great capacity for management and coordination of direct and indirect teams.

- Great orientation to the internal client.
- Great capacity for work and dedication.

Language proficiency: English, French, Spanish and Valencian

Director of Information and Communication Technology (ICT).

Responds to the planning, acquisition, updating, implementation, operation and quality of infrastructure, processes and products related to information technology and communications; taking care that the required investments mean a lower cost and a greater organizational benefit; through strategies and processes that guarantee the availability, reliability, confidentiality, integrity, efficiency and effectiveness of ICT products and the technological infrastructure on which they operate.

Functions: Define the architecture of the most suitable systems for the company, taking into account the technological evolution and the introduction of new products. Direct the development, maintenance, technical support and computer exploitation activities to guarantee the service to the customers. Prepare, execute and control investment plans in information technology, coordinating priorities and availability with different areas. Access the data to which it is authorized. To ensure the confidentiality, integrity and availability of information regarding Information and Communication Technologies. Guarantee the implementation of the methodologies of development and maintenance of computer systems. It will keep secret the information of a personal nature that it knows in the performance of its function. Know the internal regulations on security matters, and especially those related to the protection of personal data. Report directly to the Executive Direction.

The **requirements** that are requested for this position are the following:

- Engineer in Computing, Systems or Computing.
- Technical knowledge in Databases and Telecommunications
- Great capacity for work and dedication.
- Competencies in: orientation to the achievement of objectives, good management of the time factor, self-confidence, listening skills, leadership, communication skills and motivation, ability to manage the process to change, good interpersonal relationships, strategic vision, sense of urgency .Language proficiency: English and Spanish.

Director of Noawork ETT (Adela Pérez)

It has the responsibility to design and implement tactical strategies, planning, organization, coordination and control of the activities related to the establishment of labor relations between the Noawork ETT Group and the Temporary Worker, which is formalized through the temporary work contract, as also the establishment of commercial relations between the Noawork ETT group and the user company, formalized through a service contract. All these responsibilities must have a direct coherence with the strategic mission and vision of the company. In Noa's each delegation has its own director, who is the commercial and above them is the Director of Noawork that is the same as the one of the whole group, Adela Pérez, who acts as CEO and director of Noawork ETT.

Functions: Development of the commercial action plan among user companies, to attract new customers and retain existing ones. Develop the sale of lines: Temporary Work, Selection and Training. Transmit the corporate image of the Noa's group, participating in events, and conventions. Presentation of economic proposal and negotiation. Economic / financial management of the business unit analyzing and controlling the different variables of its profit and loss account (sales margins, expenses and net margin) in order to achieve the objectives of efficiency and profitability. Recruitment and Selection knowing the user company and knowing concretely what are their talent gaps and what person profile may fit in each job. Training new talent to adapt to the new job and continuous training for the existing staff. Administration of personnel and procedures such as contracts, payroll and others. Evaluation and satisfaction of the work environment taking into account the environment and the status of each worker that is part of the user company. Prevention of risks at the level of health and welfare of workers by observing conditions and implementing improvements. Report directly to the Executive Direction.

The **requirements** that are requested for this position are the following:

- Bachelor / degree in Human Resources, Law, Business Administration, Economics, Marketing or Psychology of Organizations.
- Competencies in: high commercial profile and interlocution / negotiation with clients, results orientation, business networking, analytical capacity and decision making, leadership and staff development, organization and planning, sense of responsibility.
- Valuable courses: sales, human resources, equipment management, hospitality, ceramics and agroindustrial etc.
- Commercial experience in ETT or services

Language proficiency: English, Spanish and Valencian.

Director of Noa's Consulting.

Its mission is to plan, market, monitor and evaluate the projects of the Noa's Group's consulting services line in terms of consulting, such as: business outsourcing, personnel selection, occupational risk prevention, management / planning and evaluation of the personal development of companies, corporate social responsibility and the formation of outdoor work training teams.

Functions: Act as the head of all the operations of the line of business of the Consulting line of the Noa's group. Develop and propose strategies for the development of the consulting line throughout Spain. Preparation and fulfillment of the Business Plan (sales budget, gross margin and cost forecast). Search for clients, market analysis and identification of business opportunities. Schedule the commercial process: concertación visits, prospects and maintenance. Draw up action plans before detecting possible deviations in compliance with commercial objectives. Formalize the commitments according to the capacity and availability of its personnel. Participate in the development of the project through periodic meetings with staff and client companies. Evaluate periodically the technical level of its personnel. Establish risk mitigation plans for the projects. Report directly to the Executive Direction.

The **requirements** that are requested for this position are the following:

- Higher studies in: Business Administration and Management, Economics and Law.
- Competencies in: high business profile and interlocution / negotiation with customers, results orientation, business networking, analytical capacity, analysis of problems and decision making, leadership and staff development, organization and planning, sense of responsibility.
- Valuable courses: sales, human resources, equipment management, hospitality, ceramics and agroindustrial etc.

Language proficiency: English, Spanish and Valenciano.

Director of Cleaning.

Its purpose is to plan, sell, supervise and evaluate the own projects of the Cleaning line of the Noa's Group in terms of cleaning management services for companies, under quality standards through the continuous improvement of their processes. cleaning complying with Spanish labor legislation.

Functions: Develop and propose the strategies for the development of the Cleaning line of the Noa's Group throughout Spain. Preparation and fulfillment of the Business Plan (sales budget, gross margin and cost forecast). Search for clients, market analysis and identification of business opportunities. Schedule the commercial process: concertación visits, prospects and maintenance. Formalize the commitments according to the capacity and availability of its personnel. Participate in the development of the project through periodic meetings with staff and client companies. Evaluate periodically the technical level of its personnel. Establish risk mitigation plans for the projects. Establishment and control of the rules and procedures in matters of integral security, established by the organization. Plan and coordinate the activities of supply of materials and work equipment. Distribute for each unit the cleaning material, work equipment and other consumer goods that they require. Report directly to the Executive Direction.

The **requirements** that are requested for this position are the following:

- Higher studies in: Business Administration and Management, Economics, Industrial Engineering. Postgraduate studies in Occupational Risk Prevention will be positively valued.
- Competencies in: High business profile and interlocution / negotiation with Clients, Results Orientation, Business Networking, Analytical Capacity, Analysis of problems and decision making, Leadership and Development of Collaborators, Organization and Planning, Sense of Responsibility.

Language proficiency: English, Spanish and Valencian.

Director of Delegation

He is the commercial manager of the delegation. The workers in the office are his team and he has to manage it. All decisions of the office have to go through. It is very important his figure because without orders there would not be people working. He is in charge of developing sales tactics and setting the rate of work for the rest of his team.

Functions: Execute the tactical and operative strategies for the implementation of the Noa's Group service line in the region where the delegation is located. Preparation and fulfillment of the Business Plan (sales budget, gross margin and cost forecast). Search for clients, market analysis and identification of business opportunities. Schedule the commercial process: concertación visits, prospects and maintenance. Draw up action plans before detecting possible deviations in compliance with commercial objectives. Manage the activities of the staff under their charge. Formalize the commitments

according to the capacity and availability of its personnel. Participate in the development of the project through periodic meetings with staff and client companies. Evaluate periodically the technical level of its personnel. Establish risk mitigation plans for the projects. Report directly to the Executive Direction.

The **requirements** that are requested for this position are the following:

- Preferable Bachelor in Human Resources, Law, Business Administration, Economics, Marketing or Psychology of Organizations.
- Competencies in: High business profile and interlocution / negotiation with Clients, Results Orientation, Business Networking, Analysis of problems and decision making, Leadership and Staff Development, Organization and Planning, Sense of Responsibility.
- Valuable courses: Sales, Human Resources, Equipment Management, Hospitality, Ceramics and Agroindustrial etc.
- Commercial experience in ETT or services
- Retribution: They are the only ones that receive fixed and variable remuneration. The variable remuneration is 0.05% of the billing received by your customer company.

Language proficiency: English, Spanish and Valenciano.

Recruitment and selection technician.

They are responsible for finding the right profile that the client seeks. There are different methods of recruitment, either looking for candidates in the database, publishing offers on web pages of employment (Infojobs, infoempleo, etc) or publishing the offers on the own website of Noawork. There is a close link between the selection technician and the delegation director, since it is usually the salesperson who passes the request for the profile that the client wants. In many occasions the client prefers to ask the profile directly to the selection technician if they know each other.

Functions: Supervise the processes carried out in the area of recruitment and selection by the technicians in charge and inform the director of the department on a daily basis of the tasks carried out, as well as the incidents that have occurred. Provide the company at all times the necessary personnel, both in quality and quantity, to effectively achieve the results of the organization. Reception of personnel requests by the corresponding hierarchical superior, demanding the necessity of the selection process to fill the vacant position. Support in the tasks of External Selection: reception of requests of personnel and C.V, personal and telephone interviews, elaboration of reports, etc. Direct selection to candidates who are working in other companies. Search, activation and maintenance of

new sources of recruitment. Maintain permanent relationship with the institutions related to the selection. Acceptance of the candidate and incorporation into the company. Supervise that the new employee adapts to the work dynamics of the company. Reporting on the activity of selection and costs of the area, profitability of each selection source used.

The **requirements** that are requested for this position are the following:

- Degree / degree in Psychology
- Competencies: Ability to negotiate, to make presentations, to solve problems. Know how to speak in public and good deal with people.
- Experience in the position or training in the company itself.

Labor Technician

The labor relations technicians participate in the preparation and processing of complaints, dismissal plans and disciplinary procedures for workers assigned to customers. They are responsible for policies, negotiations and conflicts related to areas such as: salaries, working hours, absence due to long-term illness, unfair dismissal, racial, sexual or age discrimination, work harassment.

They can also inform managers about changes in labor legislation and train them in labor relations techniques.

Managing layoffs requires a lot of preparation, planning and consultation, and usually involves having conversations with affected staff members and, sometimes, with union representatives.

Functions: Carry out the aspects related to labor regulations day by day. Implement and maintain the standards defined by the current labor legislation within the company. Negotiations with the Company Committee regarding everything related to salaries, hiring hours, etc. Negotiations in relation to the Convention of application in the company and different services. Answer inquiries and receive complaints. Maintain regular contacts with the Company Committee. Advise on labor regulations and represent the company before the courts of the social, C.M.A.A and others. Support to the Delegation Director in the preparation of payroll, social insurance, hiring, variations and dismissals.

The **requirements** that are requested for this position are the following:

- Bachelor / degree in Labor Relations and Human Resources or Master's degree in management and human resources management.
- Competences in knowledge and interpretation of collective agreements and labor law.
- Experience in the position or training in the company itself.

7. CONCLUSION

This case study about the company Grupo Noa's, has begun explaining the role of the ETTs in the Spanish labor market, making a theoretical analysis of the Spanish labor market where the global crisis is discussed and the enormous unemployment that originated, the growth of the Spanish economy in recent years, the increase in the minimum wage and its disputes, work trends, etc. The labor reform of 2012, established in the government of Mariano Rajoy, is studied in order to facilitate the hiring of employers and end the rigidity of the Spanish labor market in order to create employment. Here ETTs play a very important role since it is intended to increase their role (Temporary Labor Companies) as job-generating companies through labor intermediation.

In this same theoretical analysis of the labor market we see which sectors and why they resort to the ETT service, as temporary employment companies have to act with the user company, types of hiring used and the main sectors in the east zone (Levante) such as the hospitality sector, agricultural and ceramic.

A general description of the company Grupo Noa's is presented where its mission, vision and values of the company are shown. What are going to be the plans of the company in the short, medium and long term, the different competitive strategies that Noa's follows, being the differentiation the clearest. The competitive advantage in this company is lower price than the competition, having the same technological resources. The organizational structure (organization chart) with Adela Pérez at the head of the company as the sole partner and CEO of Noa's its shown too.

The methodology that has been carried out to obtain information has been through interviews with different positions of the company and also have collected reports and exclusive and confidential data of the company, thanks to the contacts generated within Noa's . It must be said that the collection of information for the preparation of this case study has not been an easy task.

The expansion of the Noa's Group has been studied, that is, the directions of growth and the different expansion strategies carried out by the company, such as: market penetration strategies, market development strategies and development strategies of products. We also see the methods of growth, being the method of internal growth that develops Noa's.

This case study concludes with the description of the different jobs, both managerial and administrative in Noa's, their functions and requirements to be able to work in this company.

For future research it would be interesting to analyze the practices of human resources (training, Hiring, Promotion, Motivation, Performance Evaluation) of Noa's, since, being a

company dedicated to the management of human resources to user companies, it would be attractive to see if their practices within the company are of the same form and quality as those used with their customers.

This paper has been focused on the explanation of this ETT located mainly in the Levante area of Spain. Depending on the geographical area, the market may change, so that sectors that in one place are the main engine of income for the company elsewhere do not exist. The ETTs can not work in provinces where they do not have physical delegation, since, to make a worker available to the user company, it is necessary to train them in person in PRL and also sign the contracts, this can be done in a digital way.

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